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Attachment IV

Performance of Office of Finance in Phase I

1. In Phase I, the performance of individuals and teams is measured by scored exercises. The most important ones are:
- (a) "Grid Test I," (60 multiple-choice questions on the textbook);
 - (b) "Floyd Sheffield," a case history; and (c) "Twelve Angry Men," a movie. On these exercises, teams are scored for efficiency. The following table gives the ranking of the average scores made by 19 Finance teams as compared with the average scores of 35 Agency senior teams, of 22 Career Trainee teams and of 10 Mid-Career teams.

Ranking of Team Efficiency (based on averages of team scores)

<u>Exercise:</u>	<u>Finance</u>	<u>Seniors</u>	<u>Mid-Career</u>	<u>CT</u>
Grid Test I	3	1	2	4
Sheffield	2	4	3	1
12 Angry Men	1	3	2	4

The Finance teams outscored all other Agency groups on "Twelve Angry Men," and in fact scored significantly higher than the average score of over a hundred teams from industry and business. Finance did better than Agency seniors, on two out of three of the exercises; it also outscored both CTs and Mid-Careerists on two out of three exercises.

2. The team efficiency score is usually a measure of communication and interaction among members. High scores represent better than average open, candid communication. The fine showing made by Finance in comparison with other Agency groups is even more impressive when two factors are taken into account: (a) The Finance participants were under considerable pressure and tension because they did Phase I during a four-day weekend (one day less than was taken by the other groups); (b) a number of the Finance people were not as highly educated and sophisticated as most other Grid students within the Agency.

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3. Finance also established a number of individual records. Out of a total of 611 Agency individuals who have taken the Grid, Finance had:
 - The highest individual score on "Grid Test I"
 - The 2nd, 3rd, and 4th highest individual scores on "Sheffield"
 - The 2nd and 4th highest individual scores on "Twelve Angry Men"
4. Out of a total of 86 Agency teams, Finance
 - Tied with 2 CT Teams for the highest team score on "Sheffield"
 - Had the highest team efficiency score on "Sheffield"
 - Had the highest and third highest team scores on "Twelve Angry Men"
 - Had the two highest team efficiency scores on "Twelve Angry Men"
5. This impressive performance can be explained in part at least, by the enthusiasm and determination shown by the Office of Finance participants. Each Phase I session was begun with introductory remarks by either the Director of Finance or his Deputy. These remarks made clear that the effort had top-level support, and thus contributed to the enthusiasm and general interest. There appeared to be a general feeling that "if the bosses are so interested in the project and the Agency is willing to spend so much money on helping us, then we are going to learn all we can." During Phase I, the high morale and enthusiasm of the participants was particularly noticeable, and was visible evidence of a high degree of involvement and commitment.
6. This involvement led to a noteworthy performance by the lower grades (GS-5 through GS-10). Some senior people have expressed the belief that lower-graded personnel would not be able to understand and master Grid concepts and techniques. But the Finance Project did not confirm this belief. The lower-graded people did not do as well in general as Agency seniors (GS-15 through GS-18) on Grid Test I, which depends on mastery of a text book, but on the other exercises they actually did significantly better.

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7. The "team efficiency" scores of the three lowest GS-ranking Finance teams compare interestingly with the scores of the 35 Agency senior teams:

On "Grid Test I": Team A (average grade GS-8) outscored 15 senior teams, including all 5 teams of the February 1965 Executive Seminar (average grade GS-17).

Team B (average grade GS-8) outscored 19 senior teams, including all 5 teams of the February 1965 Executive Seminar.

On "Floyd Sheffield": Team B outscored 21 senior teams, including 3 teams of the Executive Seminar.

Team C (average grade GS-9) outscored 20 senior teams including 3 of the Executive Seminar.

On "12 Angry Men": Team B outscored 20 senior teams; Team C outscored 23, including 3 of the executive teams. (Team C also outscored two-thirds of all CT teams on this exercise).

These three teams also outscored a respectable number of more senior groups within the Office of Finance.

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